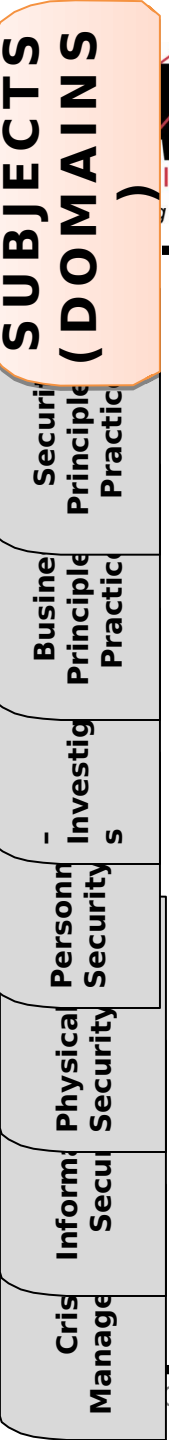
DOMAIN 3 – INVESTIGATIONS (10%)

CERTIFIED PROTECTION PROFESSIONAL (CPP)

Certification Examination Review

CERTIFIED PROTECTION PROFESSIONAL (CPP)
Certification Examination Review

Dennis Shepp, CPP



CERTIFIED PROTECTION PROFESSIONAL (CPP)
Certification Examination Review

- DOMAIN 1 – Security Principles & Practices (21%)
- DOMAIN 2 – Business Principles & Practices (13%)
- **DOMAIN 3 – Investigations (10%)**
- DOMAIN 4 – Personnel Security (12%)
- DOMAIN 5 – Physical Security (25%)

Task 03/01 Identify, develop, implement, and manage investigative functions

Task 03/02 Manage or conduct the collection and preservation of evidence to support investigation actions

Task 03/03 Manage or conduct surveillance processes

Task 03/04 Manage and conduct investigations requiring specialized tools, techniques, and resources

Task 03/05 Manage or conduct investigative interviews

Task 03/06 Provide coordination, assistance, and evidence such as documentation and testimony to support legal counsel in actual or potential criminal and/or civil proceedings

Task 03/01

03/01/01 Principles and techniques of policy and procedure development
03/01/02 Organizational objectives and cross-functional collaboration
03/01/03 Types of investigations (for example, incident, misconduct, compliance)
03/01/04 Internal and external resources to support investigative functions
03/01/05 Report preparation for internal purposes and legal proceedings
03/01/06 Laws pertaining to developing and managing investigative programs

Task 03/01 Identify, develop, implement, and manage investigative functions

Knowledge of:

03/01/01 Principles and techniques of policy and procedure development

- Definition of investigation – *"a systematic and thorough examination or inquiry into something or someone (the collection of facts and information) and the recording of that examination in a report."*
- Applies to private & public sector

CHAPTER 1.1 THE NATURE OF INVESTIGATION MANAGEMENT; POA: Investigation (Kindle Locations 15904).

- Investigation purposes:
  - Documenting incidents
  - Identifying incident cause
  - Documenting facts surrounding situation/incident
  - Identifying suspects
  - Proving or disproving allegations
  - Allowing a decision – trust, suitability determination

CHAPTER 1.1 THE NATURE OF INVESTIGATION MANAGEMENT; POA: Investigation (Kindle Locations 15904).

- 5-qualities of effective & reliable investigation:
  - Objectivity
  - Thoroughness
  - Relevance
  - Accuracy
  - Timeliness
- Investigative process – science & art

CHAPTER 1.1.1 THE QUALITIES OF AN EFFECTIVE INVESTIGATION; POA. Investigation (Kindle Locations 15928-15929).

- **Objectivity**
  - Objective & focused on using rational investigative hypothesis
  - Avoiding subjective, prejudgement
  - Corroboration of evidence is important
  - Allow facts to “speak for itself”
  - Investigator:
    - Recognize & control personal prejudices
    - Project air of objectivity

CHAPTER 1.1.1 THE QUALITIES OF AN EFFECTIVE INVESTIGATION; POA: Investigation (Kindle Locations 15942-15948)

- **Thoroughness**
  - Checking all leads more than once to ensure consistency
  - Follow all relevant leads to logical conclusion – corroborate facts using different sources
  - Sources – interviewees, witnesses, SMEs, physical evidence, electronic evidence, public records, surveillance, open sources, documents, databases, etc.

CHAPTER 1.1.1 THE QUALITIES OF AN EFFECTIVE INVESTIGATION; POA: Investigation (Kindle Locations 15942-15948)

- **Relevance**
  - Collecting adequate range & depth of details – not too much!
  - Collected information relates to the subject of investigation in appropriate detail – how deep to dig!
  - Skilled investigators can guide interviews to proper depth of detail
  - Cause & effect relationships can impact relevance

- **Accuracy**
  - Credibility of a source (human, physical, electronic) evidence
  - **Are eyewitness accounts accurate?**
  - Depending on human memory – have accuracy & reliability issues.
  - Sound techniques call for verification (corroboration) of eyewitness accounts

CHAPTER 1.1.1 THE QUALITIES OF AN EFFECTIVE INVESTIGATION; POA: Investigation (Kindle Locations 15977-16011.

- **Timeliness**
  - Ability to complete an investigation quickly (not too quickly) – timely – avoid pressures to rush.
  - Open the case ASAP
  - Complete the investigation ASAP
  - Avoid closing the investigation prematurely
  - Timeliness important due to memory accuracy
  - Quick & decisive investigations reflect professionalism of investigative personnel

Functional Charters and Policy Statements

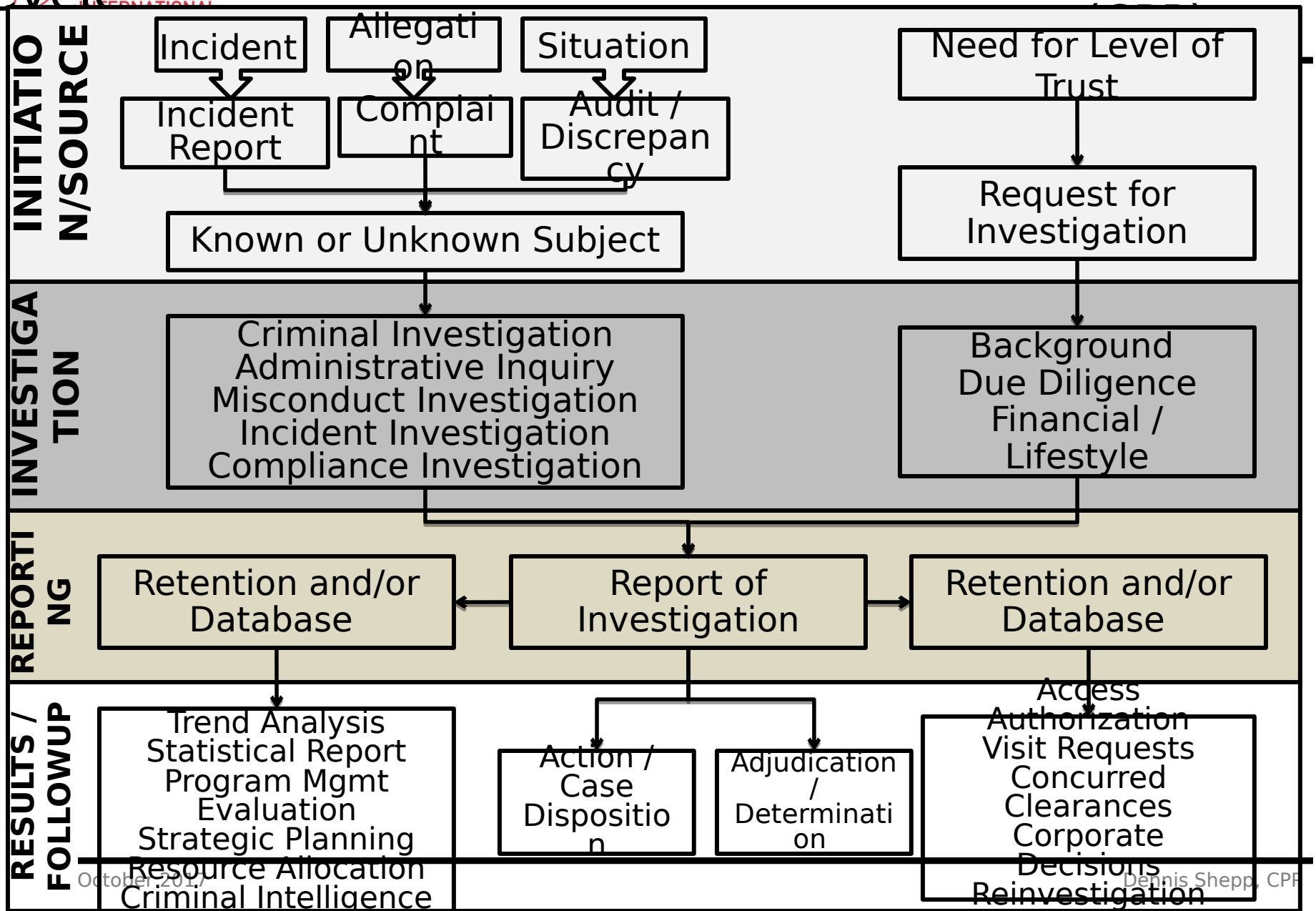
- Gives investigative unit (IU) its credibility & authority
- A **functional charter** issued by the CEO or equivalent
- States the purpose and direction of IU (goals)
- Defines:
  - Who responsible
  - Nature & primary function
  - Internal relationships

Functional Charters and Policy Statements (continued)

- A **policy statement** outlines procedures for **initiating & conducting investigations, and it addresses reporting channels, coordination mechanisms, and disposition**.
- Applies to other departments too – how to initiate investigations, etc.
- **Objectives** - includes performance metrics and targets for areas of improvement over the subsequent period.
- Revised frequent (usually annual) basis

Investigation Life Cycle

Figure 1-4 . POA: Investigation (Kindle Location 16564). ASIS International. Kindle Edition.



- IU manager responsible for designing & implementing systems to manage the activity within the investigative life cycle.
- A case file should be established for each investigation.
- Case file:
  - Complaint form (initiation mechanism)
  - Case/file number
  - Names of assigned investigators
  - Complain or subject information
  - Initial leads
  - Document of management approval

CHAPTER 1.3.7 CASE MANAGEMENT, POA. Investigation (Kindle Locations 16573-16574, 16689)

- Opening a case file:
  - Assign case / file number
  - Entry into case management system
  - Notification to management
  - Staff coordination
  - Efforts to corroborate initial information
  - Case type or category
  - Location of precipitating incident
  - Value of loss
  - Assigned investigators

CHAPTER 1.3.7 CASE MANAGEMENT; POA: Investigation (Kindle Locations 16692-16695)..

- Opening a case file (continued):
  - Date opened (and location opened if applicable)
  - Due date for a report or other action dates of any interim reports
  - Date of the final or closing report
  - Value of assets recovered
- Policies & procedures:
  - Case review (by IU management)
  - File storage (defining access, storage terms, etc)
  - Reporting distribution
  - Logging investigative activities

- Required records:
  - Incident Investigation and disposition
  - Internal and external complain & grievance procedures (9.2.6 ORMS)
  - Continual improvement (investigating nonconformities, corrective & preventive)
  - OHS Investigations (A.9.5.6 ORMS)

ASIS/ANSI ORMS Security and Resilience in Organizations and Their Supply Chains (2017) 8.6.2, 9.2.6, 9.5.4, 11.2.c, A.9.5.6, pages 22, 26, 36, 76

Task 03/01 Identify, develop, implement, and manage investigative functions

Knowledge of:

03/01/02 Organizational objectives and cross-functional collaboration

Objectives of Corporate Investigations:

- Thoroughly documenting incidents.
- Identifying the cause of undesirable situations (notable losses, sudden decrease in income or market share, unexplained shrinkage, inventory discrepancies, defalcation {failure to properly account for money held in a fiduciary capacity}, etc.)
- Documenting and correlating facts surrounding any situation or allegation
- Identifying suspects

CHAPTER 1 INVESTIGATIVE MANAGEMENT; POA: Investigation (Kindle Locations 15912-15917).

Objectives of Corporate Investigations (continued):

- Compiling information that proves or disproves an allegation or that implicates or exonerates an individual suspected of committing a crime or misconduct
- Allowing a decision to be made, often with respect to a level of trust or suitability determination, regarding an individual (e.g., in a personnel security clearance) or an organization (e.g., a potential partner firm or acquisition target)

Objectives of Corporate Investigations (continued):

- What is the focus? (HR support, Security, Audit, ?)
- IU placement in an organization (Security, Audit, HR, ?)
- Reporting lines?
- Use of internal & external resources
- Outsourcing (specialized cases or ALL cases)
  - Reasons:
    - Cost benefit
    - Prefer independence
    - Expertise

Objectives of Corporate Investigations (continued):

- Goals and objectives are critical to investigative functions
- Goals articulate **long-term** and **overarching end states**
- May be stated in general terms
- Goals should be consistent with the parent organization's strategic direction
- Incorporated into the IU's mission statement

Objectives of Corporate Investigations (continued):

- Objectives are based on the goals - more specific & may be more short-lived
- Generally measurable & used to gauge the progress, success, or achievement of a unit.
- SMART goals also known as metrics
- Metrics used to evaluate the performance of individuals, teams, and organizations
- Investigative strategies developed must be compatible with the organization's overall strategic business plan

The principal resources of an IU:

- People
- Information
- Credibility
- Physical assets
- Financial assets.
- Collaboration with other internal departments necessary:
  - Facilities, Security, Safety, Legal, HR, Risk
- Joint Task Forces (JTFs)

- CHAPTER 1.3.5 INVESTIGATIVE RESOURCES: POA: Investigation (Kindle Locations 16542). ASIS International. Kindle Edition.

Collaboration using JTFs

- Diversity of members in a task force introduces many benefits, but it can also lead to misunderstanding, conflict, and inefficiencies
- Issues: parochialism (close-minded), protection of sensitive information, data management, and reporting chains.
- Organizational liaison (internal & external)

- CHAPTER 1.3.5 INVESTIGATIVE RESOURCES; POA: Investigation (Kindle Locations 17355-17358). ASIS International. Kindle Edition.

Task 03/01 Identify, develop, implement, and manage investigative functions

Task 3.1.3 Identify, develop, implement, and manage investigative functions **describing the types of investigations (for example, incident, misconduct, compliance).**

1.4 TYPES OF INVESTIGATIONS, POA: Investigations, (page 50)

- Incident investigations
- Misconduct
  - Internal company investigations – policy/legal violations
- Compliance
  - Equal Opportunity, harassment, workplace safety,
- Undercover (page 91)
- Background (page 159)

1.3.4 INVESTIGATIVE FUNCTIONS . POA:

- This is the most common type of investigation in many business and organizational settings.
- Detailed, direct procedural guidance is recommended for incident investigations.
- Operational Supervisory level – under $1000, Simple assault, Safety hazard, Vehicle accident, Property damage or vandalism (estimated loss ≤ $ 1000), Unsecured area
- IU investigators handle excess of $1000 - Theft (estimated loss > $ 1000), Unknown loss (estimated loss > $ 1000), Aggravated assault, Property damage or vandalism (estimated loss > $ 1000), Employee misconduct, Executive misconduct Workplace

- Contract irregularities Unsecured area or forced entry.
  - Each enterprise should establish its own loss thresholds to determine investigation parameters.
  - The same facts to establish a crime, civil action tort or other actionable civil misconduct.

1.4.2 MISCONDUCT INVESTIGATIONS

- Internal investigation conducted when an employee or other individual affiliated with the organization suspected of violating a written corporate policy, a directive, terms of employment, or a federal, state, or local law
- Exposes employer to legal action by

- Types of misconduct are conflict of interest, corporate resource abuse, employee theft, workplace violence, and substance abuse.
- Important: management make corporate policy clear & “ensure that no employee or manager can plausibly claim not to have been well informed of its meaning and consequences.”

1.4.3 COMPLIANCE INVESTIGATIONS

- Protect the organization against violations of law, lapses in business ethics, and concomitant legal sanctions.
- An effective program encourages enforcement, monitoring, and employee training

- Covers - equal employment opportunity, harassment workplace, safety, confidential/proprietary information, copyright, patent, and trademark, company property and records, computing systems, information access, and authorized uses conflict of interest, government entities, antitrust violations, political activities and lobbying securities requirements from various jurisdictions, regulatory violations
- Compliance issues may harm the company's bottom line, it is important that employees be trained so they can immediately identify when a violation has occurred and know to whom to report the issue

- A key element of any compliance program is an effective employee reporting program.
- A consolidated hot line with well-trained and professional operators, combined with an effective system for distribution and follow-up, can result in high-quality, valid, and useful reporting.

Task 3.1.4 Identify, develop, implement, and manage investigative functions **describing the internal and external resources to support investigative functions.**

1.3.5 INVESTIGATIVE RESOURCES POA

Investigations page 42

- The principal resources of an IU are **people, information, credibility, physical assets, and financial assets**.
- Internal resources: cross-functional - Legal services, HR, Finance, Safety, security, operations, supervisors, managers, other employees, public relations (media relations), IT, purchasing.
- External: police, public sources, fire department, military, visitors, guests,

Advancing

ONAL CPP) eview

	INTERNAL	EXTERNAL
FORMAL	• Executive management • Facilities • Human resources • Information technology • Legal counsel • Operations • Public relations • Purchasing • Safety/occupational health • Security (if separate dept.) • Labor relations	• Local law enforcement • Other first responders • Local FBI (including ANSIR and InfraGard representatives*) • Other federal or regional investigative agencies • Military • Expert consultants or firms • Crime laboratory services • Outside employee assistance program providers • Equipment or supply vendors
INFORMAL	• Employee councils • Department or division contacts within the company • Accounting and finance • Other informants	• Local Chamber of Commerce • Other business associations • Professional associations • Company suppliers and vendors • Local community contacts • Other informants

* Most FBI field offices have appointed representatives for the ANSIR (Awareness of National Security Issues and Response) program. More information is available at www.fbi.gov/hq/ci/ansir/ansirhome.htm. Additional information on the InfraGard program is available at www.infragard.net. Related information can be found at www.fbi.gov.

Figure 1-5
Suggested Liaison Contacts

Task 3.1.3 Identify, develop, implement, and manage investigative functions **describing the report preparation for internal purposes and legal proceedings.**

1.7.1 REPORT WRITING . POA Investigations pges 74-75

- Gather facts – organize – report
  - Initial report - w/n few days of opening, confirmation of investigation
  - Progress/Update report – updates progress
  - Special report – stems from the progress report – reports outside from normal information
  - Final report – meant to close case
- Administrative information (name of the subject of the case, case or file number, type of

- Summary – executive summary, every major point covered by the report requires at least one sentence in the synopsis.
- Narrative – detailed outline of activities, each step in the investigation should be covered in a separate paragraph, should be clear, simple, and brief, vocabulary should be easily understood, avoid technical terms (or explained)
- Conclusion – caution about recommendations – investigator is the collector of facts.
- Enclosures – initial complaint, documents, reports, evidence analysis reports, photos, statements, surveillance logs.

- Procedures – initial complaint documents, reports, evidence analysis reports, photos, statements, surveillance logs.
- An IU can be compelled to release its report and other files to outside parties and the opposing party.
- A report might be subject to “privilege” or protection from external access – consult legal counsel.

Task 3.1.6 Identify, develop, implement, and manage investigative functions **describing the laws pertaining to developing and managing investigative programs.**

POA: Legal Issues, CHAPTER 1 Security & Labor Relations page 26) (Kindle Location 19960)

- Uniformed security officer/investigator clearly an agent of the employer, insofar as duties relating to the employer.

POA: Investigation CHAPTER 5.10 GENERAL LEGAL ASPECTS Interviewers should have a clear understanding of the legal requirements regarding interviews in the jurisdiction in which they work.

- A confession/sworn statement must be **competent, material, relevant, and**

- The interviewer should avoid making any promise or guarantee, **explicit or implied**, that is illegal, that cannot be confirmed by the client or senior management, or that cannot be fulfilled.
- An interviewee may ask for an opinion as to the outcome of the matter under investigation. The investigator usually cannot guarantee a specific outcome and, in fact, should not be in a position to do so.
- The function of the investigator is to gather the **facts**.

- Interviewees must understand that they are free to leave the interview location. An indication, expressed or implied, that the interviewee is not free to leave creates the conditions for allegations of false imprisonment.
- The interviewee must consent to the interview and to making any statement. The consent must be fully voluntary and cannot be coerced in any manner.
- The interviewee must be legally competent to give consent.
- The interviewee must have access to restroom facilities at reasonable intervals and

- The interviewee must have access to restroom facilities at reasonable intervals and especially on request.
- All interviews and interrogations should be conducted in such a manner that they can withstand the scrutiny of judicial review.
- What is a fact? “A piece of information used as evidence or as part of a report.”

Task 03/02 Manage or conduct the collection and preservation of evidence to support investigation actions

Knowledge of:

03/02/01 Evidence collection techniques

03/02/02 Protection/preservation of crime scene

03/02/03 Requirements of chain of custody

03/02/04 Methods for preservation of evidence

03/02/05 Laws pertaining to the collection and preservation of evidence

POA: Investigations CHAPTER 1.5.3 EVIDENCE COLLECTION AND HANDLING (page 61)

- Physical, technical, and other forms of evidence can be absolutely critical to case resolution and resultant action determinations (judicial, administrative, etc.) in all investigative settings.
- Proper procedures in gathering, protecting, examining, storing, and presenting evidence are crucial to the successful resolution of a case.

- "Evidence is that which provides proof or an indication of an assertion."
- Even if the evidence will not be used in a criminal case, handle it according to that standard.
- Evidence is **oral, documentary, and physical**.
- All evidence must be collected legally
- 2 basic categories: direct (real) and indirect (circumstantial and hearsay).
- Direct evidence is first-hand knowledge. For example, if a witness sees a driver in an automobile pass through a red light and strike

- Indirect evidence is a highly informed inference. For example, perhaps a witness was around the corner, heard a screech of brakes and then the impact of two cars, ran to the scene, and saw the damaged vehicles. That witness did not directly witness the collision – but infers what occurred.
- Also known as **circumstantial evidence** where something is inferred to have happened because testimony given on a series of events leads one to believe that it happened.
- **Hearsay evidence** is normally not admissible in a trial. The rule that applies most often in determining the importance of evidence and its ability to prove a point is called materiality

- Collection – 3-P’s:
  - Principle – policy – procedure

Task 3.2.2 Manage or conduct the collection and preservation of evidence to support investigation actions **describing the protection/preservation of crime scene.**

POA: Legal Issues CHAPTER 9.3.1 EVIDENCE SEARCHES (Kindle Locations 13482-13484), page 51

- Protect the scene – perimeter designation – perimeter tape, barriers, barricades
- Do not handle evidence unless collecting
- Take notes and log the collection, location and details of collected evidence
- Secure and Protect the Scene:
  - Take control of the scene immediately.
  - Determine the extent to which the scene has been protected

Obtain information from persons who have knowledge of its original condition.

- A crime scene investigation is an example of a reactive measure.
- The collection, handling, processing, and use of evidence is a key component of investigation. (protecting crime scene)
- Proper procedures in **gathering, protecting, examining, storing, and presenting evidence** are crucial to the successful resolution of a case.

- Surveillance tasks can be tedious and resource-intensive (including the possible consumption of a large amount of secure storage space).
- **Physical, technical, and other forms of evidence** can be absolutely critical to case resolution and resultant action determinations (judicial, administrative, etc.) in all investigative settings.

Task 3.2.3 Manage or conduct the collection and preservation of evidence to support investigation actions describing **the requirements of chain of custody.**

POA Legal Issues Chapter 9.0 EVIDENCE pages 230-245) and POA: Investigation; CHAPTER 1.5.3 EVIDENCE COLLECTION AND HANDLING

- How to seize physical evidence and preserve the chain of custody before analysis and court
- Must be marked, time/date stamped at time of collection
- Properly preserved – type of bagging, refrigeration, storage, etc.
- After an incident, security practitioners should gather evidence carefully, regardless of whether law enforcement will become

- Such evidence can be used to resolve the issue, analyze how the incident occurred, and if necessary modify security measures to prevent future incidents.

POA Legal Issues Chapter 9 EVIDENCE (pages 230-245)

- Chain of custody (the uninterrupted control of evidence) must be clearly shown
- The evidence must be properly identified, and it must be relevant to the case before the court.
- Evidence should be marked at the time it is gathered.
- Limiting the individuals who handle the

Task 3.2.4 Manage or conduct the collection and preservation of evidence to support investigation actions describing **the methods for preservation of evidence.**

POA: Investigation 1.5.3 EVIDENCE COLLECTION AND HANDLING;

- Evidence storage:
  - Type – long, short term or temporary?
  - Restricted access – only those who entitled
  - Types of containers, room, requirements,
  - Protection from unauthorized entry (intrusion detection, access control,)
- Evidence Collection and Handling
  - Develop policies and procedures

Task 03/03 Manage or conduct surveillance processes

Knowledge of:

03/03/01 Surveillance techniques

03/03/02 Technology/equipment and personnel to conduct surveillance

03/03/03 Laws pertaining to managing surveillance processes

Task 3.3.3. Manage or conduct the collection and preservation of evidence to support investigation actions, **describing the laws pertaining to managing surveillance processes.**

POA: Legal Issues, pge 101)

- Governed in USA by State
- **RECOMMEND CONSULTING WITH LEGAL COUNSEL**
- Organization should implement organizational policies and procedures for how IU conducts & manages surveillance ops.
- Differs by country and individual State

ASIS Investigation Guideline 5.5.22

- Follow local laws and right to privacy in local

Task 3.3.1 Manage or conduct surveillance processes **explaining surveillance techniques.**

POA: Investigation CHAPTER 4.6.4 DATA ANALYSIS pages 175-176

- When all investigative results & data is obtained – data analysis may begin

CHAPTER 2.9 THE COST OF UNDERCOVER OPERATIONS

- Successful undercover investigations are expensive.
- **Size, scope and nature of problem** will determine the budget.

CHAPTER 1.3.5 INVESTIGATIVE RESOURCES

- Investigative funding is difficult to project

- Justifying investigative budget requests is a daunting task.
- One of the best ways to help achieve a favorable budget request is to show value to the organization or to demonstrate that the unit pays for itself.
- How to gain budgetary support:
  - Proper investigative focus to support the organizational mission as well as strategic and business goals.
  - Accurate and detailed tracking of investigative costs
  - Effective implementation of cost management and efficiency measures

- Carefully tracking and managing operational and overhead costs can significantly improve the response to funding requests.
- Costs can be tracked by case type, location, business unit, or other variable.
- Recoveries and restitution figures should be tracked and reported to senior management to help demonstrate a financial benefit to the organization and support return on investment (ROI) arguments.
- IUs can demonstrate ROI through civil recovery efforts, recovering not only the losses but also the related investigative costs.

- Costs for personnel and outside services generally represent the largest budget items for an IU.
- Overhead costs are often the easiest to control.
- IU managers should leverage the use of liaison contacts and other organizational departments (such as IT, facilities, accounting and finance, legal, and risk management) to conserve financial resources.

Task 3.3.2 Manage or conduct surveillance processes **explaining the technology/equipment and personnel to conduct surveillance.**.

POA: Investigation, CHAPTER 4.9 Technology in Investigations

- Technology is improving how information is gathered and disseminated throughout the enterprise.
- Technological improvements can make a time-consuming and sometimes tedious process simpler and help ensure that employment information is collected, protected, and shared in an efficient and secure manner.
- A ~~key investigative tool, surveillance can be~~

- Psychological (i.e., behavioral analysis)
- Data (e.g., technical or electronic). 1.6.1

Technical Surveillance Countermeasures POA: Physical Security

- Technical surveillance countermeasures (TSCM) are services, equipment, and techniques designed to locate, identify, and neutralize technical surveillance activities (electronic eavesdropping).
- TSCM should be part of an organization's overall protection strategy.
- Regular inspection of telecommunications equipment, cables, and terminals using equipment, methods, and personnel capable of detecting current threats

Task 03/04 Manage and conduct investigations requiring specialized tools, techniques, and resources

Knowledge of:

03/04/01 Techniques, tools and resources related to:

- **financial and fraud related crimes**
- **intellectual property and industrial espionage crimes**
- **arson and property crimes**
- **cybercrimes**

Task 3.1.2 Manage and conduct investigations requiring **specialized tools, techniques, and resources** for **financial and fraud related crimes**.

POA: Investigation; CHAPTER 1.5.2 RECORDS AND DATABASE CHECKS

- Records and database checks represent a key element of almost any investigation.
- The core of any investigation is information.
- Anything that significantly improves the speed and efficiency of information gathering, collation, analysis, or organization is an important **force multiplier** (Databases; collaboration tools; automated analysis tools; information on vendors (experts, laboratories, etc.)

Task 3.4.1 Manage and conduct investigations requiring **specialized tools, techniques, and resources for intellectual property and espionage crimes**

ASIS Information & Asset Protection Guideline, 05-2007, *12.9 Investigating loss or Compromise,* page 15

12.9 Investigating Loss or Compromise

Investigations contribute not only to subsequent litigation and support to law enforcement agencies (if appropriate), but also to asset recovery, identifying the root cause of the incident, preventing future occurrences, assessing the real damage or loss caused by the incident, identifying peripheral issues/problem areas, and recommending corrective actions. Appropriate investigative techniques should be used at all times and legal considerations taken into account when developing an investigative plan.

12.9.1 Investigation

- Establish an investigative plan and coordinate with counsel.
- Thoroughly investigate known and suspected compromises of information.
- Identify investigative resources that are available (both internal and external) or may be needed including forensic laboratory support and various expert capabilities.
- Establish and maintain effective liaison relationships with law enforcement and investigative service providers as well as various information sources.

ASIS Information & Asset Protection Guideline, 05-2007, *12.9 Investigating loss or Compromise,* page 15

12.9.3 Root Cause Analysis

- Attempt to identify any systemic problems or existing business practices that would allow or contribute to the compromise of sensitive information.

- Maintain easily accessible documentation (or an automated database) on incidents (including allegations and suspected incidents) related to the compromise or suspected compromise of sensitive information. This is extremely valuable for Root Cause Analysis subsequent to a known compromise and for historical trend analysis. It is also useful in determining the aggregate information that has been released over time on a particular project or initiative.
- Following a root cause analysis, identify and implement appropriate corrective actions and follow-up to adjust policies and practices that contributed to or facilitated the loss incident.

Task 3.4.1 Manage and conduct investigations requiring **specialized tools, techniques, and resources for arson and property crimes**

POA: Investigations; CHAPTER 1.5.3 Detecting Drugs, Explosives and Accelerants,

- Accelerant detection dogs can be used to search fire scenes, equipment, vehicles, and crowds.
- The mobility & keen sense of smell a K9 possesses can significantly reduce the time required for the fire investigation.
- Forensic investigators to detect chemicals.
- CCV can provide valuable evidence for investigation property crimes.

Task 3.4.1 Manage and conduct investigations requiring **specialized tools, techniques, and resources for cybercrimes**

POA; Information Security, CHAPTER 2.6 CYBERCRIME: A NATIONAL CHALLENGE

- Cybercrime— the use of information systems to commit crime.

Task 03/05 Manage or conduct investigative interviews

Knowledge of:

03/05/01 Methods and techniques of eliciting information

03/05/02 Techniques for detecting deception

03/05/03 The nature of non-verbal communication and cultural considerations

03/05/04 Rights of interviewees

03/05/05 Required components of written statements

Task 3.5.1 & 3.5.2 **Manage or conduct investigative interviews describing methods and techniques of eliciting information and techniques for detecting deception**

POA: Investigation CHAPTER 1.5.1 INTERVIEWING AND INTERROGATION (Kindle Location 17143)

- The success of an investigator is sometimes measured by his or her ability to interview or interrogate people.
- Techniques can be learned, the skill required to be a successful investigator may take years to develop.

POA: Investigation CHAPTER 5.0 INTERVIEW AND INTERROGATION

- The purpose of an investigation is to determine

- The tools of the trade (3 I's): **information, interrogation, and instrumentation.**
- Primary source of information - victims, witnesses, informants and confidential informants are considered the most critical aspect of an investigation (cost-effectively & on-time).
- The value of each interview or interrogation is based on the **investigator's knowledge, skills in eliciting information, and ability to evaluate the veracity (truth) of the information obtained**.
- The most prize talent an investigator can have

- Interviews can be conducted anywhere
- Interviews conducted in an accusatory or confrontational manner— for example, to obtain the confession of an employee who has defrauded the company of a large sum of money— they may be called **interrogation**s.
- Interview: “a person is asked about personal views.”
- Interrogate: “to ask questions, especially formally.”
- A general rule of thumb is when the interviewee becomes a subject, target or the accused person in the interview, it becomes an interrogation

- **The administrative interview**, is simple and usually **unstructured**, is the process of **interviewing witnesses, friends, supervisors, and anyone other than the subject or suspect in the investigation**.
- The **investigatory interview** is a **complex, structured process used when the subject is known to have committed the offense** alone or with others and the investigator has reason to believe the subject committed the offense.

- **General interview and confrontational interview:**
  - General interview: non-accusatory questioning of a person to gather information that pertains to the matter under investigation. All persons in an investigation should be interviewed—victims, witness, and suspects.
  - Confrontational interview: confrontational questioning of a person suspected of committing an offense or serious breach of corporate policy. (interrogation)
- Suspect: a person who is believed to have committed an offense based on accumulated

- Witness: any person, other than a suspect, with information concerning an incident
- Caution needs to be taken with anonymous informants, as they are the most likely to provide false or biased information. The safety and security of the informant is a priority.
- **Interview objective = truth** - Questioning techniques should be **objective, factual questions** focused **on obtaining evidence**.
  - to obtain valuable facts to eliminate the innocent
  - to identify the guilty
  - to obtain a confession

C E SSIONAL (CPP)

e ion Review

General Interview	*Confrontational Interview*
Non-accusatory	Accusatory
Dialogue	Monologue
Variable environment	Controlled environment
Private/semiprivate	Absolute privacy
Guilt unknown	Guilt indicated
No rights warning*	Rights warning*
Not lengthy	Lengthy
Cooperation	Hostility
Unstructured	Structured
Some planning	Extensive planning
Note taking acceptable	Note taking inhibits

- Confrontational interview: confrontational questioning of a person suspected of committing an offense or serious breach of corporate policy. (interrogation)
- Suspect: a person who is believed to have committed an offense based on accumulated evidence, proximity to the incident, motive, access to restricted areas, witness statements, etc.
- Witness: any person, other than a suspect, with information concerning an incident.
- Caution needs to be taken with anonymous informants, as they are the most likely to provide false or biased information. The safety and security of the informant is a priority.

- **Interview objective = truth** - Questioning techniques should be **objective, factual questions** focused **on obtaining evidence**.
  - to obtain valuable facts to eliminate the innocent
  - to identify the guilty
  - to obtain a confession

Task 3.5.3 Manage or conduct investigative interviews **describing the nature of non-verbal communication and cultural considerations.**

POA: Investigation; CHAPTER 5.7 VERBAL AND NONVERBAL BEHAVIOR .

- Collection of information is based upon communication and observation, particularly as the subject answers questions about the details of the matter, any alibi, and the subject's relationship to the victim.
- In the **primary phase** this is important.
- Interviewer must analyze and compare both the factual evidence or information and the behavior of the person who is the source of the information.

- Verbal responses include both spoken words and gestures that serve as word substitutes, such as nodding the head to indicate yes or a shaking the head to indicate no.
- Also within the category of **verbal responses** are such vocal characteristics as **tone, speed, pitch, and clarity**.
- **Careful listener** considers not only the words themselves but also the interviewee's timing and emphasis.
- Normal socialized individual **does not** enjoy lying.
- Deception leads to a conflict that results in **anxiety and stress**.
- A suspect offers an evasive answer or

- **Nonverbal responses** include **body movements and position changes, gestures, facial expressions, and eye contact**.
- Nonverbal behavior is internally motivated to reduce anxiety.
- Distraction behavior - shifts in body posture, bringing a hand to the face, or crossing the arms
- Displacement behavior - such as picking the lint off clothing, pacing, or repetitious fast movement
- All nonverbal behavior that accompanies a deceptive response emanates from a guilty

POA: Investigation; CHAPTER 5.7.2 PRELIMINARY CAUTIONS

- No single word or nonverbal behavior automatically means a person is lying or telling the truth.
- Each behavior characteristic displayed must be considered in the context of the environment and intensity of the setting and in comparison to the subject's normal behavior.
- The assessment of a subject's truthfulness should be based on the overall behavioral pattern displayed, not on any single observation.
- Behavioral indications should be evaluated on the basis of when they occur (timing) and how

- Evaluation of behavior symptoms should consider the subject's intelligence, sense of social responsibility, and maturity.
- More reliable behaviors are displayed by **socially responsible** persons — who have more at stake in the outcome of a case (such as their family, job, or reputation), or are more mature.
- Caution must be used in evaluating the behavior of persons who are **emotionally or psychologically unstable**.
- Some behavioral characteristics that suggest deception may also be displayed by a truthful subject who feels fear, anxiety, anger, or

Task 3.5.4 & 3.5.6 Manage or conduct investigative interviews **describing the rights of interviewees and the laws pertaining managing investigative interviews.**

POA: Investigation; CHAPTER 5.10 GENERAL LEGAL ASPECTS

- Interviewers should have a clear understanding of the legal requirements regarding interviews in the jurisdiction in which they work.
- A **confession or sworn statement** must be **competent, material, relevant, and obtained voluntarily under legally acceptable circumstances** so it will be **admissible** in any subsequent legal proceeding or hearing.
- If interviewer makes a promise to the

- The investigator usually cannot guarantee a specific outcome and, should not be in a position to do so.
- The function of the investigator is to gather the facts.
- The interviewer should NOT (express or imply) that cooperation on the part of the interviewee will lead to a more favorable outcome – probably will invalidate any confession obtained
- Any coercion, duress, or psychological constraint placed on the interviewee is unacceptable - may make a confession inadmissible.
- Verbal abuse, threats, and intimidation are

- Expressed or implied notions the interviewee is not free to leave creates allegations of false imprisonment.
- Interviewee must consent to the interview and any statement.
- Consent must be fully voluntary and not coerced in any manner. (Confession or statement could be ruled inadmissible in subsequent legal proceedings).
- The interviewee must be legally competent to give consent. (minor cannot give consent, nor can a person under the influence of alcohol or other intoxicants).
- Interviewee must also understand that

- Interviewee must have access to restroom facilities at reasonable intervals and especially on request.
- Meals and breaks can enhance communication between the interviewer and interviewee.
- Skilled interviewers must be patient, persistent, and prepared.
- Conduct every interview treating the subject with respect and carefully adhering to all legal requirements - interviews and interrogations should withstand the scrutiny of judicial review.

Task 3.5.5 Manage or conduct investigative interviews **describing the required components of written statements.**

POA: Investigations; CHAPTER 5.8 BEHAVIOR ANALYSIS INTERVIEW

- BAI a systematic evaluation of a subject's verbal and nonverbal behavior during the course of a structured interview in which both investigative and behavior-provoking questions are asked.
- Investigative questions (who, what, when, where, why, and how of the incident).
- Behavior-provoking questions in a BAI are designed to draw out specific verbal responses or behavior that can be studied to distinguish

POA Investigations: CHAPTER 5 & 11 CERTIFIED PROTECTION PROFESSIONAL CONFRONTATIONAL INTERVIEW (CPP)

- When general interviews conducted and evidence points to a specific person as the likely perpetrator, a confrontational interview or interrogation should be conducted.
- Reid Nine Steps of Interrogation process: (RECOMMEND REVIEWING)
  - Positive Confrontation
  - Theme Development
  - Handling Denials
  - Overcoming Objections
  - Keeping a Suspect's Attention
  - Handling a Suspect's Passive Mood

- Presenting an Alternative Question
  - Having a Suspect Relate Details
  - Converting an Oral Confession
- Convert an oral confession into a written one.
- Statement written by the suspect
- Statement authored by the interrogator but read and signed by the suspect.
- Statement taken down by a secretary or stenographer and transcribed into a typed document for the suspect to read and sign
- Recorded statement (audio or video) by the suspect.
- Statement (of guilt) must be legible and understandable by someone who is not

- Must include a recitation (presentation) of the facts or events.
- Statement should use general vocabulary, grammatical irregularities, profanity, and idiomatic abnormalities that the person making the statement would use in everyday speech.
- Any errors, changes, or crossed-out words should be initialed with an OK written in the margin by the suspect.
- Statement should reflect that the suspect was treated properly, that no threats or promises were made, and that the statement was freely given by the suspect.

- Written statement or confession to be credible and admissible - must be given voluntarily, be trustworthy.
- Include the following essential information:
  - date, time, and place where the statement was prepared
  - complete identification of the person making the statement: full name, date and place of birth, residence address, and social security number or driver's license number.
  - all pertinent points of the interview discussion, with particular emphasis on the elements of proof of the crime under investigation.

- information that the statement is made freely after fair treatment in the course of the interview and without remuneration, threat, coercion, or promises.
- sequential numbering of every page, with each page signed by the person making the statement
- initialing of any additions to, deletions from, or alterations of the statement by the person making the statement.
- signature, on the last page of the statement, of the person making the statement, the interviewer, and a witness.
- Every effort should be made to verify the

Prior to going to trial, a formal deposition, given under oath, may be requested by either counsel to determine how the investigator conducted the investigation, what evidence was obtained, and what the witness(es) and suspect(s) said during the investigation.

Task 03/06 Provide coordination, assistance, and evidence such as documentation and testimony to support legal counsel in actual or potential criminal and/or civil proceedings

Knowledge of:

03/06/01 Statutes, regulations and case law governing or affecting the security industry and the protection of people, property and information

03/06/02 Criminal law and procedures

03/06/03 Civil law and procedures

03/06/04 Employment law (e.g., wrongful termination, discrimination

such as documentation and testimony to support legal counsel in actual or potential criminal and/or civil proceedings **describing Statutes, regulations and case law governing or affecting the security industry and the protection of people, property and information**.

POA: Legal Issues; CHAPTER 1.4.1 ETHICAL VERSUS LEGAL

- Business ethics imply compliance with legal standards?
- Obeying all laws because the consequences of failing to do so could be very costly in terms of fines and damage to a company's reputation.
- ~~A company is seen as having a social~~

- Businesses skirt the ethical dilemma by philosophizing that, in a competitive business environment, the companies that survive are the ones that recognize that their only role is to maximize profits.
- A related problem arises when a company faces multiple legal standards because it operates in numerous jurisdictions (especially in different countries).

POA: Legal Issues; CHAPTER 1.8 BUSINESS ETHICS CODES AND PROGRAMS

- Security professional is an employee (or an agent or representative) of the organization for which he or she provides protective

- The nature of a security professional's duties holds him or her to a higher ethical standard than that of fellow employees.
- The security professional may be tasked with developing a company's ethics program and code or monitoring compliance with the existing program and code.

CHAPTER 1.8.1 RELATIONSHIP BETWEEN AN ETHICS CODE AND AN ETHICS PROGRAM

- Establishing a company ethics code is a fundamental step in setting the correct standards of ethical behavior.

- A company's ethics program is the business (a belief that it is the right way to do business) to the practical (a belief that being perceived as ethical is a good business decision, or a belief that conducting business ethically will avoid problems caused by unethical behavior).
- An ethics code is a statement of the organization's shared values— accepted concepts and beliefs related to the organization's responsibilities and ethical ambitions.
- It should be built on the traditions and personality of the organization, also known as

- code
  - Supporting statement from CEO
    - Statement of the specific nature of the business
    - Enumeration of organizational values, including reference to — employees — customers — shareholders or stakeholders — partners (vendors, contractors, etc.) — society and the communityStatement of commitment to the code (including implementation, training, oversight, etc.) to show that the code is underpinned by a structure for implementing it.
- Mission statement proclaiming values.

Task 3.6.2 Provide coordination, assistance, and evidence such as documentation and testimony to support legal counsel in actual or potential criminal and/or civil proceedings **describing criminal law and procedures.**

POA: Legal Issues; CHAPTER 10.1.3 TESTIMONY PREPARATION

- Preparation begins long before litigation.
- Accurate and timely capture of facts and impressions of the incident in a report or notes.
- Shortly before testimony, preparation may consist of a site visit and a review of notes, reports, photos, and diagrams.
- Security professional' testimony - "parol" or "spoken word," and legal counsel will want to

- Normal to have a protective order so exchange information that each side believes is necessary.

POA: Legal Issues; CHAPTERS 10.2

COURTROOM PARTICIPANTS 10.2.1 JUDGES

- Judges are public officials authorized to decide questions of law brought before a court and are the ultimate authority in regulating the litigation before them.
- In all trials, they are responsible for requiring adherence to procedural rules.
- Judges may also decide the outcome (guilt or innocence, fault or no fault) if no jury.

- Trials consist of jurors, selected citizens required to render a decision based on the facts presented to them.

CHAPTER 10.2.3 COUNSEL Counsel, attorneys, lawyers

- Advocates hired to represent their client to the best of their ability within the rules of procedure and bounds of integrity.

CHAPTER 10.2.4 WITNESSES

- Security employees called to testify may serve as either **fact witnesses or opinion/ expert/ forensic witnesses**, and their testimony may be sought either to support or to contradict other evidence.

Task 3.6.3 Provide coordination, assistance, and evidence such as documentation and testimony to support legal counsel in actual or potential criminal and/or civil proceedings **describing civil law and procedures.**

POA: Legal Issues, CHAPTER 4 CIVIL LAW,

CIVIL LAW ASPECTS RELATE TO US/CANADA/UK WITH GENERAL PRINCIPLES APPLICABLE GLOBALLY.

- Civil law deals with private rights and remedies.
- Sometimes government is a party in civil law matters, but mainly civil law handles rights between private persons, organizations or organizations.
- ~~If persons or organizations act in a negligent~~

PCI Legal Issues CHAPTER 4.2 CIVIL COMMON LAW, (Kindle Locations 11041-11045)

- Divided into two branches: contract common law and tort common law.
- The majority of common-law disputes fall into one of these branches.
- The contract branch deals with matters arising from agreements, express or implied, between persons.
- The tort branch deals with alleged wrongs, intentional or negligent, done by one party to another.

CHAPTER 4.2.1 CONTRACT LAW

- A contract may be defined as “an agreement

- Warranties are statements by persons that things done or said by them, or products or services rendered by them, are as described.
- The warranty generally becomes an obligation enforceable against the warrantor (the one making the statement).
- Some warranties are stated on products.
- The manufacturer or supplier, or both, agree that, for a stated period, the product will perform as described.
- Limitations of Liability – to protect against liability and having insurance, usually rely on specific language in the contract, service agreement, or purchase memorandum to

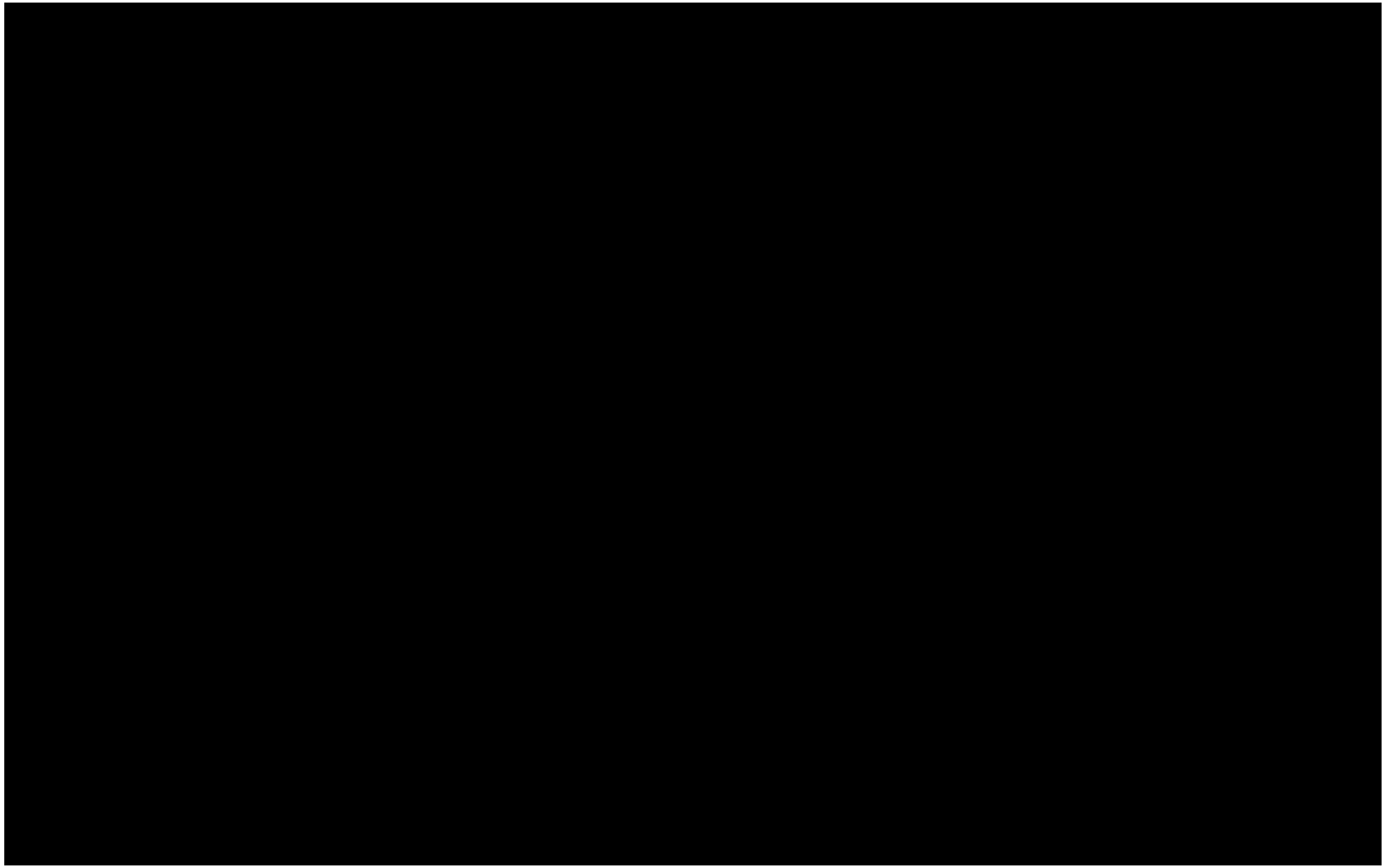
- Agency—whether one person is acting on behalf of another, or an organization—is an important question in security.
- Security officer acting for contract or company.
- Vicarious liability, or liability for the acts of another without personal fault of the one liable.
- The significance of vicarious liability is that, while the agent may not have resources worth pursuing by another wronged party – the organization would.
- Understand torts!

Task 3.6.4 Provide coordination, assistance, and evidence such as documentation and testimony to support legal counsel in actual or potential criminal and/or civil proceedings **describing employment law.**

Legal Aspects relate to international ethics and standards – outlined in earlier Tasks.

CERTIFIED PROTECTION PROFESSIONAL (CPP)

Certification Examination Review



"Avoiding subjective attitudes and focusing on the use of a rational investigative hypothesis while carefully avoiding the interjection of prejudgment", BEST explains which of the following terms?

a. Objectivity
b. Thoroughness
c. Relevance
d. Accuracy

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b. Thoroughness

c. Relevance

d. Accuracy

POA: Investigation (Kindle Locations 15933-15934). ASIS International. Kindle Edition.

Which of the following terms BEST describes an investigator being objective when interviewing a witness to an incident?

a. The investigator pressing the witness to remember more details of the incident.
b. The investigator avoids body language and facial expressions that may display prejudice.
c. The investigator seeks corroborative information to confirm the witnesses statement.
d. The investigator seeks information specific to the incident scene.

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c. The investigator seeks corroborative information to confirm the witnesses statement.

d. The investigator seeks information specific to the incident scene.

What type of evidence is considered among the least accurate forms of investigative information.

a. Direct physical evidence
b. Documented physical evidence
c. Eyewitness evidence
d. Corroborated statements

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d. Corroborated statements

POA: Investigation (Kindle Location 15986). ASIS International. Kindle Edition.

These are based on the investigative goals but are more specific and may be more short-lived. They are generally measurable and can be used to gauge the progress, success, or achievement of an investigative unit. They are BEST described as:

a. Metrics
b. Objectives
c. Strategies
d. Ethics

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c. Strategies
d. Ethics

POA: Investigation (Kindle Locations 16111-16113). ASIS

In almost all situations, what is considered a major factor in the decision to outsource or maintain an internal investigative capability.

a. Objectives
b. Goals
c. Cost
d. Expertise

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a. Objectives

b. Goals

c. Cost

d. Expertise

POA: Investigation (Kindle Locations 16163-16164). ASIS International. Kindle Edition

When dealing with allegations of defamation, false imprisonment, false arrest, and harassment, what type of law would BEST describe this?

a. Civil law
b. Criminal law
c. Administrative law
d. Property law

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b. Criminal law

c. Administrative law

d. Property law

POA: Investigation (Kindle Location 16751). ASIS International. Kindle Edition.

Investigators depend on reliable resources and liaisons with both internal and external organizations and people. When an investigator is seeking assistance form police or other first responders, they can be categorized as which type of liaison?

a. Internal-Formal
b. External-Formal
c. Internal-Informal
d. External-Informal

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POA: Investigation (Kindle Location 16769, Figure 1-5). ASIS International. Kindle Edition.

Investigations which often focus on conflict of interest, corporate resource abuse, employee theft, workplace violence, and substance abuse are types of _____ investigations.

a. Criminal
b. Financial
c. Employee
d. Misconduct

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b. Financial
c. Employee
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POA: Investigation (Kindle Location 17021-17022). ASIS International. Kindle Edition.

In this type of investigation, a worker is investigated for breaching employee guidelines, which are clearly defined in corporate policy and procedures. The information was clearly communicated to all employees. Which type of investigation is this?

a. Employee theft
b. Conflict of interest
c. Criminal incident
d. Fraud investigation

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b. Conflict of interest
c. Criminal incident
d. Fraud investigation

POA: Investigation (Kindle Location 17042). ASIS International. Kindle Edition

A joint effort where the local police service's crime prevention programs bring together local law enforcement and various local security organizations from industry and businesses to focus on specific high-profile crime issues. Such collaboration conserves valuable resources, encourages information sharing, eliminates duplication of effort, and effectively reduces crime. This type of effort is BEST described as a:

a. Force multiplier
b. Crime prevention
c. Natural surveillance

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c. Natural surveillance

POA: Investigation (Kindle Locations 17198-17201). ASIS International. Kindle Edition.

Which of the following is one of the most significant force multipliers in the investigative function?

a. Law enforcement
b. Liaison
c. Management
d. Volunteers

Which of the following is one of the most significant force multipliers in the investigative function?

a. Law enforcement

b. Liaison

c. Management

d. Volunteers

POA: Investigation (Kindle Locations 17267-17268). ASIS International. Kindle Edition

In an investigative report, the name of the subject of the investigation and type of case, are considered which of the following?

a. Report summary
b. Administrative information
c. Report narrative
d. Conclusion information

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a. Report summary

b. Administrative information

c. Report narrative

d. Conclusion information

POA: Investigation (Kindle Locations 17460). ASIS International. Kindle Edition.

Which of the following scenarios would warrant an acceptable undercover investigation?

a. Investigate activities that are permitted or protected by a government statute, rule, or regulation.
b. To replace some other form of investigation method that will likely produce the same results with less time and resources.
c. To investigate protected union organizing activities.
d. Investigate alleged or suspected employee theft in the workplace.

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b. To replace some other form of investigation method that will likely produce the same results with less time and resources.
c. To investigate protected union organizing activities.
d. Investigate alleged or suspected employee theft in the workplace.

When pursuing the selection of an undercover agency, the client should NOT consider which one of the following requirements?

a. A contractor with specialized experience and references for the specific type of investigation.
b. A contractor with a solid reputation but not licenced by governmental authorities.
c. A contractor that can provide evidence of no litigation or claims history for negligence in this specialty.
d. Require a certificate of suitable liability

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a. A contractor with specialized experience and references for the specific type of investigation.
b. A contractor with a solid reputation but not licenced by governmental authorities.
c. A contractor that can provide evidence of no litigation or claims history for negligence in this specialty.
d. Require a certificate of suitable liability insurance and workers' compensation benefits.

POA: Investigation (Kindle Locations 17799). ASIS International. Kindle Edition.

The timing of the removal of the undercover operative is one of the most frequently debated subjects among undercover supervisors. How long should the operative be kept in place?

a. Removed as soon as possible to save costs
b. Should be kept in place as long as possible.
c. Should be removed as soon as possible when evidence is gained
d. Removed upon direction from the senior management.

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POA: Investigation (Kindle Locations 18023-18024). ASIS International. Kindle Edition.

"A measure of prudence or activity that is to be expected from a reasonable and prudent person under the particular circumstances; not measured by an absolute standard, but dependent upon circumstances of a particular case". The preceding is the definition for:

a. Ethics conduct
b. Due diligence
c. Compliance metric
d. Prudence metric

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POA: Investigation (Kindle Locations 18310-18311) ASIS International. Kindle Edition.

When an investigator is questioning an employee suspected of stealing funds from the organization, this is BEST defined as an:

a. Interview
b. Interrogation
c. Informational interview
d. Non-accusatory interview

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POA: Investigation (Kindle Locations 19341). ASIS International. Kindle Edition.

The primary goal of an interview is which of the following?

a. Truthful information
b. Confession to a crime
c. Admission of guilt
d. Recollection of facts

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a. **Truthful information**
b. Confession to a crime
c. Admission of guilt
d. Recollection of facts

POA: Investigation (Kindle Locations 19403). ASIS International. Kindle Edition.

This theorizes that once the primary needs are satisfied, they are no longer driving needs and are replaced by needs higher in the order. Thus, when primary needs are satisfied, higher-order needs are predominant. This is considered:

a. Herzberg's Theory
b. Motivation-Hygiene Theory
c. Maslow's Theory
d. Self-Esteem Theory

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b. Motivation-Hygiene Theory
c. Maslow's Theory
d. Self-Esteem Theory

POA: Investigation (Kindle Locations 19415-19417). ASIS

Explanations of why people steal have historically referred to the theft triangle, which consists of which of the following motivations?

a. Desire; Need and Opportunity
b. Desire; Motive and Opportunity
c. Want; Need and Motive
d. Want; Need and Lack of Controls

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c. Want; Need and Motive
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POA: Investigation (Kindle Locations 19423-19424). ASIS International. Kindle Edition.

When describing an investigative interviewer's "attentiveness, concentration, acceptance, detachment, and patience", this BEST describes which of the following skills?

a. Active listening
b. Objective demeanor
c. Nonverbal attention
d. Interviewer attentiveness

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d. Interviewer attentiveness

POA: Investigation (Kindle Locations 19439-19440). ASIS International. Kindle Edition.

Which of the following statements BEST describes how an investigative interviewer should conduct an interview?

a. Assume an adversarial role as interviewer.
b. Establish a favorable rapport with the interviewee.
c. Concentrate on methods to elicit a confession.
d. Quickly complete the interview to expedite other interviews.

Which of the following statements BEST describes how an investigative interviewer should conduct an interview?

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c. Concentrate on methods to elicit a confession.
d. Quickly complete the interview to expedite other interviews.

POA: Investigation (Kindle Locations 19442-19443). ASIS International. Kindle Edition.

Which of the following statements, BEST describes the way an untruthful person acts during an interview or interrogation?

a. They are typically relaxed and confident, no stress.
b. They are typically showing anxiety through verbal and nonverbal behaviors.
c. They are typically very skilled at deceit and disguising clues through verbal and nonverbal behaviors.
d. They are typically stressed and will not reveal anxiety through verbal and nonverbal behaviors.

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d. They are typically stressed and will not reveal anxiety through verbal and

Which of the following statements is TRUE when interviewing a suspect for a company internal theft?

a. An audio or video recording of the interview is a valuable tool for confirming statements made by all persons present.
b. An audio or video recording of the interview is obtrusive and may be contrary to law.
c. The interview may be conducted in any location, preferably not at the workplace.
d. The suspect should be made to be uncomfortable as possible in the interview room.

Which of the following statements is TRUE when interviewing a suspect for a company internal theft?

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b. An audio or video recording of the interview is obtrusive and may be contrary to law.

c. The interview may be conducted in any location, preferably not at the workplace.

d. The suspect should be made to be uncomfortable as possible in the interview

When an interviewer asks the following question: “Explain what you were doing between midnight last night to the time we called you for this interview.” What type of question is this?

a. Open question
b. Closed question
c. Accusatory question
d. Leading question

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a. **Open question**
b. Closed question
c. Accusatory question
d. Leading question

POA: Investigation (Kindle Locations 19696). ASIS International. Kindle Edition.

Which statement BEST describes “non-verbal” responses?

a. Both spoken words and gestures that serve as word substitutes, such as nodding the head to indicate yes.
b. Voice characteristics such as tone, pitch, speed and clarity.
c. Body movements and position changes, gestures, facial expressions, and eye contact.
d. Voice characteristics and body movements that indicate deception.

Which statement BEST describes “non-verbal” responses?

a. Both spoken words and gestures that serve as word substitutes, such as nodding the head to indicate yes.
b. Voice characteristics such as tone, pitch, speed and clarity.
c. Body movements and position changes, gestures, facial expressions, and eye contact.
d. Voice characteristics and body movements that indicate deception.

Which of the following statements concerning interviewing and deception is TRUE?

a. A single word or behavior characteristic automatically means a person is lying or telling the truth.

b. The assessment of a subject's truthfulness is based on a single behavior pattern.

c. Some behavioral characteristics that suggest deception may also be displayed by a truthful subject.

d. Deceptive persons answer questions in a

Which of the following statements concerning interviewing and deception is TRUE?

a. A single word or behavior characteristic automatically means a person is lying or telling the truth.
b. The assessment of a subject's truthfulness is based on a single behavior pattern.
c. Some behavioral characteristics that suggest deception may also be displayed by a truthful subject.
d. Deceptive persons answer questions in a direct, straightforward, spontaneous, and sincere manner.

Which of the following statements would be considered an interviewing clue to an investigator, indicating a deceitful subject?

a. “No, I didn’t steal the money.”
b. “I couldn’t take that money, I wouldn’t do that type of thing.”
c. “I did not steal that $ 12,000 or whatever it is. I didn’t steal a penny of it.”
d. “Absolutely not; I had nothing to do with that!”

Which of the following repeated statements would be considered an interviewing clue to an investigator, indicating a deceitful subject?

a. “No, I didn’t steal the money.”
b. **“I couldn’t take that money, I wouldn’t do that type of thing.”**
c. “I did not steal that $ 12,000 or whatever it is. I didn’t steal a penny of it.”
d. “Absolutely not; I had nothing to do with that!”

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"A systematic evaluation of a subject's verbal and nonverbal behavior during the course of a structured interview in which both investigative and behavior-provoking questions are asked." BEST describes which of the following?

a. Statement analysis
b. Behavior analysis interview
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INVESTIGATIONS (10%)